



**Village Council
Agenda for Work Session of November 18, 2025
Assembly Hall
395 Magnolia Road, Pinehurst, NC 28374
Pinehurst, North Carolina
4:30 PM**

1. Call to Order
2. General Business
 - A. Discussion Regarding a Potential PDO Zoning Text Amendment to Create a Planned Unit Development Designation
 - B. Discuss 2026 Council Meeting Schedule
 - C. Review the 2026 Key Partners and Collaborators Assignments
 - D. Review Council-led Retreat Outline and Potential Topics to Discuss
3. Motion to Adjourn

Vision: The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.
Mission: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.
Values: Service, Initiative, Teamwork, and Improvement.



Discussion Regarding a Potential PDO Zoning Text Amendment to Create a Planned Unit Development Designation ADDITIONAL AGENDA DETAILS:

FROM: Doug Willardson, Village Manager
CC: Village Council;
DATE OF MEMO: 11/12/2025

MEMO DETAILS

Purpose

The purpose of this memo is to outline the need for including a *Planned Unit Development (PUD)* section in the Pinehurst Development Ordinance (PDO), explain the benefits such a tool provides to both developers and the community, and describe how the review and approval process would function within the Village's regulatory framework.

Why a PUD Section is Needed

Pinehurst's current zoning framework provides well-defined standards for traditional development patterns but lacks flexibility for projects that integrate mixed uses, unique design elements, or open space preservation beyond what is achievable through standard zoning districts. A PUD section would allow the Village to negotiate high-quality, context-sensitive developments that align with community goals while providing developers a clear, structured process for requesting deviations from baseline standards.

The PUD framework recognizes that some projects—because of their scale, location, or complexity—cannot fit neatly within existing zoning categories. It allows both the Village and the applicant to engage in a negotiated process where the developer may receive certain flexibilities (e.g., setbacks, density, or lot configuration) in exchange for community benefits such as open space preservation, enhanced landscaping, architectural design, infrastructure improvements, or public amenities.

Balancing Developer and Community Benefits

The essence of a PUD is *balancing the value a developer receives through flexibility with the value the community gains through enhanced design and livability*. Developers may evaluate benefits in financial terms—through greater design efficiency or land use flexibility—while the Village measures benefits in terms of quality of life, visual character, and long-term sustainability.

This approach ensures that:

- Developers gain predictability and a fair process for proposing creative, market-responsive projects;
- The Village secures tangible public benefits that go beyond what standard zoning can require; and
- Each project is evaluated holistically, ensuring it fits Pinehurst's character and long-range plans.

Key Benefits of a PUD Section

- **Design Flexibility:** Encourages innovative layouts, clustering, and integration of open space and natural features.
- **Public Benefit Negotiation:** Allows the Village to require amenities, connectivity, and design features that exceed minimum standards.
- **Comprehensive Review:** Evaluates projects as unified plans rather than a series of piecemeal approvals.
- **Consistency with Comprehensive Plan:** Provides a tool to implement the goals of the 2019 Comprehensive Plan, particularly those related to balanced growth, design excellence, and neighborhood preservation.
- **Enhanced Collaboration:** Promotes early coordination among staff, developers, and the community during the concept and rezoning stages.

Proposed Process

1. **Pre-Application Meeting:** Developer meets with staff to discuss intent, compatibility, and applicable standards.
2. **First Neighborhood Meeting:** Developer holds an early public meeting with surrounding property owners to share the project concept and receive initial feedback before formal submittal.
3. **PUD Master Plan and Rezoning Application:** Submitted for concurrent review, including land uses, density, open space, street network, and design standards.
4. **Staff Review:** Staff evaluates the proposal for consistency with the Comprehensive Plan and PDO criteria.
5. **Second Neighborhood Meeting:** Developer hosts a follow-up meeting with nearby residents to present refinements made in response to earlier feedback and staff review.
6. **Public Hearings:** The Planning and Zoning Board and Village Council hold public hearings to ensure transparency and community input.
7. **Approval and Conditions:** Council may approve, approve with conditions, or deny. Approved conditions become binding.
8. **Final Development Plan:** Submitted after rezoning approval for detailed engineering and design review.

Recommendation

Staff recommends inclusion of a *Planned Unit Development (PUD)* section in the new Pinehurst Development Ordinance to provide a structured, balanced mechanism for negotiating high-quality,

community-oriented development that aligns with the Village's long-term vision.

The attached draft *PUD section* will be forwarded to the Planning and Zoning Board for a public hearing and recommendation. Following P&Z review, the draft will be presented to the Village Council for a public hearing and final consideration for approval or denial.

ATTACHMENTS

1. PUD Ordinance Summary
2. PUD Draft 11.14.25

PUD Ordinance Summary

Purpose and Intent

The PUD District allows a mix of residential, commercial, civic, and institutional uses through comprehensive planning. Its goals are to:

- Encourage high-quality, integrated, and pedestrian-friendly development.
- Provide flexibility from conventional zoning to protect natural resources and enhance community amenities.
- Balance development intensity with available infrastructure and services.
- Achieve consistency with the 2019 Comprehensive Plan and promote compact, connected design.

District Types

Three subtypes are proposed:

- **PUD-R (Residential):** Primarily residential with supporting neighborhood uses.
- **PUD-MU (Mixed-Use):** A walkable mix of residential, commercial, and civic uses.
- **PUD-C (Commercial):** Master-planned nonresidential campuses or centers.

Process Overview

A PUD must be rezoned through a conditional process including:

1. **Pre-Application Conference** with staff.
2. **Two Neighborhood Meetings**—one early in concept development and another after staff and Technical Review Committee feedback.
3. **Submission of a PUD Master Plan (PUDMP)** including layout, open space, design standards, traffic and infrastructure plans, and phasing.
4. **Public Hearings** before the Planning and Zoning Board and Village Council.
5. **Council Decision** to approve, approve with conditions, or deny.

Approved PUDs become binding through the adopted PUDMP, which governs land use, design, and phasing. Minor modifications can be approved administratively; major changes require Council approval.

Key Development Standards

- **Minimum Tract Size:** 30 acres for PUD-R, 5 acres for PUD-MU or PUD-C.
- **Density:** Up to five units per acre for residential PUDs.
- **Open Space:** 25% for PUD-R, 15% for PUD-MU and PUD-C, excluding private yards, wetlands, or slopes over 20%.
- **Perimeter Setback:** 25 feet minimum; 35 feet along public streets.
- **Buffers and Connectivity:** Minimum 50-foot buffer adjacent to residential uses and connected street/trail network with two access points for tracts over 50 acres.
- **Phasing:** Each phase must include proportional infrastructure, open space, and amenities.

Section 6.6 Planned Unit Development (PUD) District

6.6.1 Establishment of District

6.6.1.1 District Established.

The Planned Unit Development (PUD) District is hereby established as a conditional zoning district pursuant to N.C.G.S. Chapter 160D and the Pinehurst Development Ordinance.

6.6.1.2 Purpose of Establishment.

The PUD District provides a regulatory framework for master-planned developments that may include a mix of residential, commercial, civic, and institutional uses. The district encourages flexibility from conventional zoning standards while ensuring compatibility with surrounding development and conformance with the Village's adopted plans.

6.6.1.3 Permitted Location.

A PUD may be established within any zoning district, provided the property is rezoned to PUD through the procedures for zoning map amendments.

6.6.1.4 Governing Documents.

The PUD District is governed by:

- a. This Ordinance.
- b. The Council-approved Planned Unit Development Master Plan (PUDMP).
- c. All conditions imposed by Council as part of the rezoning approval.

6.6.2 Purpose and Intent

6.6.2.1 General Purpose.

The PUD District is intended to:

- a. Encourage the development of comprehensively planned communities that integrate multiple uses and housing types.
- b. Allow design flexibility to preserve open space, protect natural resources, and provide amenities.
- c. Promote pedestrian-friendly, connected, and compact development.
- d. Balance growth with infrastructure capacity and public services.
- e. Provide predictability through an adopted PUDMP.

6.6.2.2 Design Intent.

PUDs shall be designed to achieve:

- a. Integration of open space and community gathering areas.
- b. Compatibility in scale, design, and buffering with adjacent uses.
- c. A connected street and trail network that supports multimodal transportation.
- d. High-quality architecture and site design.
- e. Logical transitions between residential and nonresidential areas.

6.6.2.3 PUD Subtypes.

- a. **PUD-R (Residential):** Predominantly residential with the option of neighborhood-serving nonresidential uses.
- b. **PUD-MU (Mixed-Use):** Integrated residential, commercial, and civic uses in a walkable format.
- c. **PUD-C (Commercial/Employment):** Master-planned nonresidential campuses or centers with coordinated circulation and design.

6.6.3 Applicability

6.6.3.1 PUD Master Plan Required.

All PUDs must include a Council-approved PUDMP, which serves as the regulatory framework for subsequent approvals.

6.6.3.2 Effect of PUDMP.

The approved PUDMP shall:

- a. Function as the zoning standards for the PUD.
- b. Control permitted uses, dimensional standards, open space, phasing, and infrastructure obligations.
- c. Supersede conflicting provisions of this Ordinance unless otherwise stated.
- d. Run with the land unless lawfully amended.

6.6.3.3 Applicability to Existing PUDs.

Previously approved PRDs or PUDs shall retain their standards and conditions.

Amendments or expansions shall comply with this Ordinance unless otherwise specified.

6.6.4 Application Requirements

Applications for PUD rezoning and PUDMP approval shall include the following, each item clearly labeled and described in sufficient detail to support staff and Council review:

- a. **Ownership and Control:** Provide evidence of unified ownership or control of the tract, or binding agreements among multiple property owners to ensure coordinated development and maintenance.
- b. **Existing Conditions Map:** Include topography, vegetation, wetlands, floodplains, existing structures, roads, and utilities. Show surrounding zoning, land uses, and any known environmental constraints.
- c. **Boundary Survey:** Provide a current boundary survey including metes and bounds, gross acreage, and parcel identification numbers.
- d. **General Layout Plan:** Depict the proposed arrangement of land uses, including residential, commercial, civic, and open space areas. Identify internal street hierarchy, pedestrian/bike connections, buffers, and key amenities.

- e. **Housing and Use Mix Plan:** Identify total dwelling units by type, total nonresidential floor area, and the percentage mix of uses. Demonstrate how residential and nonresidential components relate spatially and functionally.
- f. **Dimensional Standards:** Specify minimum and maximum lot sizes, building setbacks, heights, coverage, floor area ratios, and parking requirements for each land use area.
- g. **Open Space and Environmental Protection Plans:** Show required open space areas, parks, trails, and natural resource protection zones. Identify preservation measures for tree stands, wetlands, steep slopes, and stormwater features.
- h. **Utilities and Infrastructure Plans:** Provide conceptual layouts of water, sewer, stormwater, and other utilities. Identify any proposed off-site extensions or improvements and describe phasing of infrastructure delivery.
- i. **Traffic Impact Analysis and Multimodal Plan:** Analyze anticipated traffic impacts and propose mitigation measures. Identify vehicular access points, internal circulation, and multimodal connectivity including sidewalks, bike lanes, and trails.
- j. **Phasing Schedule:** Provide an anticipated development schedule outlining the timing of infrastructure, open space, amenities, and individual development phases.
- k. **Architectural Design and Site Guidelines:** Include conceptual architectural elevations, materials, roof forms, signage styles, and landscaping treatments. Demonstrate consistency with PUD intent and adjacent development.
- l. **HOA/POA Documents and Maintenance Responsibilities:** Submit draft covenants describing the perpetual maintenance of open space, stormwater facilities, buffers, and amenities, along with enforcement provisions.
- m. **Stormwater Management Plan:** Provide a conceptual stormwater plan identifying proposed stormwater control measures (SCMs), general drainage patterns, discharge points, and how water quality and peak flow standards will be met. Include anticipated SCM locations and types, downstream impact considerations, and proposed long-term maintenance responsibilities.
- n. **Project Narrative:** Include a written description of the proposed development, its purpose, design objectives, and explanation of how it meets the intent of the PUD District and the Comprehensive Plan.

6.6.5 Alternative Design Standards

6.6.5.1 Purpose.

To allow flexibility in site design, lot configuration, and dimensional standards in order to achieve superior neighborhood and site design, preservation of natural features, and provision of open space and amenities.

6.6.5.2 Permitted Deviations.

As part of a PUDMP, an applicant may request deviations from otherwise applicable standards of this Ordinance, including but not limited to:

- a. Lot size and width.
- b. Setback and yard requirements.
- c. Block length and street cross-sections.
- d. Parking and loading standards.
- e. Landscaping and buffer configurations.
- f. Open space totals.
- g. Building size

6.6.5.3 Prohibited Deviations.

No PUD may modify:

- a. Permitted use classifications.
- b. Procedural or administrative requirements.
- c. Health, safety, or environmental regulations mandated by state or federal law.

6.6.5.4 Approval Criteria.

Any requested deviation must be supported by a narrative explanation demonstrating:

- a. That the deviation is necessary to achieve the purposes of the PUD.
- b. That the deviation will not materially increase adverse impacts on adjacent properties.
- c. That the overall design represents a higher-quality development than would otherwise be achieved.

6.6.5.5 Effect.

Approved deviations shall be incorporated into the adopted PUDMP and shall control development within the PUD.

6.6.6 Approval Process

6.6.6.1 Pre-Application Conference.

Prior to filing, the applicant shall meet with the Planning and Inspections Department to review the concept, identify applicable standards, and discuss the rezoning/PUDMP process.

6.6.6.2 Neighborhood Meeting.

The applicant shall hold a neighborhood information meeting early in the process as

outlined in Appendix G of the PDO and provide a written summary of comments. An additional neighborhood meeting shall be required after the Technical Review Committee has completed its final review.

6.6.6.3 Application Submittal.

The applicant shall submit a completed rezoning application with the required PUDMP and all supporting documents listed in Section 6.6.4.

6.6.6.4 Staff Review.

Planning staff shall review the application for completeness and compliance with this Ordinance within two weeks of submission. Technical comments shall be coordinated with relevant departments and agencies.

6.6.6.5 Technical Review Committee (if applicable).

The application may be reviewed by the Technical Review Committee for detailed feedback on infrastructure, utilities, stormwater, traffic, and emergency services.

6.6.6.6 Planning and Zoning Board Hearing.

The Planning and Zoning Board shall conduct a public hearing and provide a recommendation to Council on the PUD rezoning and PUDMP.

6.6.6.7 Village Council Hearing.

- a. Council shall conduct a legislative public hearing on the rezoning and PUDMP.
- b. Council shall consider the Planning and Zoning Board recommendation, staff analysis, and public comments.
- c. Council may approve, deny, or approve with conditions.

6.6.6.8 Findings Required.

To approve a PUD, Council must find that the proposal:

- a. Is consistent with the Comprehensive Plan.
- b. Provides adequate public facilities and infrastructure.
- c. Demonstrates compatibility with adjacent development.
- d. Provides community benefits such as open space, amenities, or superior design.

6.6.6.9 Adoption of PUDMP.

Upon approval, the PUDMP becomes part of the conditional rezoning and governs all subsequent development.

6.6.6.10 Post-Approval.

- a. Approved conditions and PUDMP standards shall be recorded with the rezoning.
- b. Subdivision plats and site plans shall be consistent with the adopted PUDMP.
- c. No permits shall be issued until required infrastructure and improvements are bonded or constructed in accordance with the approved phasing plan.

6.6.7 Modifications to Approved PUDs

6.6.7.1 General.

Once approved, a PUD and its associated PUDMP shall control all development within the district. Modifications may be permitted to ensure flexibility in response to site conditions, evolving market needs, or technical requirements, provided the overall integrity of the PUD is maintained. Modifications are classified as minor (administrative approval by the Planning Director) or major (requiring Village Council approval).

6.6.7.2 Minor Modifications (Administrative).

The Planning Director may approve modifications that:

- a. Do not materially alter the character of the development as approved.
- b. Do not reduce the amount of required open space or amenities.
- c. Do not increase the overall density, number of dwelling units, or building height.
- d. Do not alter permitted use categories.

Examples of Minor Modifications include:

1. Relocation of internal streets or driveways that maintain general connectivity.
2. Adjustments to the configuration of parking areas.
3. Relocation or redesign of open space or amenities with equivalent area and function.
4. Substitution of plant materials or buffer yard design changes consistent with standards.
5. Adjustments to utility or stormwater layouts.
6. Changes to building footprints, elevations, or materials consistent with design guidelines.
7. Less than a 10% increase in total floor area.
8. Shifts in phasing boundaries that do not delay delivery of amenities or utilities to developed areas.

6.6.7.3 Major Modifications (Council Approval).

Any modification not meeting the criteria for a minor modification shall be considered a major modification and must follow the same procedure as the original approval in Section 6.6.6.

Examples of Major Modifications include:

1. Increases in density or number of dwelling units.
2. Increases in maximum building height.
3. Reductions in open space or recreation areas.
4. Elimination or relocation of major streets or access points.
5. Introduction of new non-residential uses or increase in non-residential square footage.

6. Reduction of compatibility buffers or perimeter setbacks.
7. Revisions to phasing that delay delivery of required amenities or utilities.
8. More than a 10% increase in total floor area.
9. Changes to conditions imposed by Council.

6.6.7.4 Process.

- a. Minor modifications shall be reviewed and approved administratively by the Planning Director with a written determination maintained in the project record.
- b. Major modifications shall require submission of a revised PUDMP and approval by Village Council following public hearing.
- c. Appeals of the Planning Director's determination may be filed with Village Council within thirty (30) days.

6.6.7.5 Effect of Modification.

Approved modifications shall be incorporated into the official PUDMP and recorded with the rezoning. No site plan, subdivision plat, or building permit may be issued inconsistent with the modified PUDMP.

6.6.8 Development Standards

6.6.8.1 Minimum Tract Size:

- PUD-R: 30 acres.
- PUD-MU: 5 acres.
- PUD-C: 5 acres.

6.6.8.2 Density and Intensity: The density shall be established by the Village Council in consideration of the Comprehensive Plan, surrounding land uses and the existence of adequate private and public facilities. The density authorized for PUD-R shall not exceed five units per acre.

6.6.8.3 Use Mix:

- PUD-R: Primarily residential uses.
- PUD-MU: At least two distinct use categories (e.g., residential and commercial).
- PUD-C: Minimum of two coordinated commercial or institutional uses with unified circulation and design.
- **6.6.8.4 Building Height:** PUD-R: 35 foot maximum.
- PUD-MU: 50 foot maximum.
- PUD-C: 50 foot maximum.

6.6.8.5 Open Space:

a. Required Open Space

1. **PUD-R:** Minimum 25% of the gross site shall be open space.
2. **PUD-MU:** Minimum 15% of the gross site shall be open space.
3. **PUD-C:** Minimum 15% of the gross site shall be open space.

b. Qualifying Areas

Open space must be usable, functional, and accessible to residents, employees, or the public. Areas listed in Section 14.4.1(B) do not count toward open space, including private yards, streets, driveways, parking, septic or stormwater facilities, and signage areas. In addition to these items listed in 14.4.1(B), wetlands, flood hazard areas, and slopes over 20% are not considered usable and do not count towards the minimum open space of the gross site.

Active Features	Passive Features	Not Open Space
Lawn Games and Concrete Gaming Tables	Walking Trails	Private yards
Hard Courts (Tennis, Pickleball, etc.)	Boardwalks	Streets and driveways
Playgrounds	Gardens	Parking areas
Swimming Pools and/or Splash Pads	Greens	Septic or stormwater facilities
Athletic Fields (Baseball, Soccer, etc.)	Picnic Areas	Signage areas
Clubhouses, Pavilions, Amenity Centers, Gazebos, Shade Structures	Lakes and Ponds	Wetlands
Exercise Facilities	Benches and Seating Areas	Flood hazard areas
Plazas	Natural Areas	Slopes over 20%

c. Design and Allocation

1. Open space shall include a mix of natural preservation, active recreation, and passive areas.
2. Open spaces must not be restricted by payment to third-parties (except HOA/community associations).
3. Open spaces shall be accessible and ADA-compliant, located to serve all parts of the development, and connected to nearby trails or greenways where feasible.

6.6.8.6. Perimeter setback required. A minimum 25-foot setback along the entire development perimeter is required, except where single-family residential lots abut similar single-family development in which case the setbacks must match a R-20 district (i.e. 40 foot front, 25 foot rear, 15 foot side). The setback from any street bordering the PUD tract is 35 feet unless a greater setback is required by this PDO.

6.6.8.7 Buffers: Minimum 50-ft buffer adjacent to residential or preserved open space. Class three elsewhere. Enhanced transitions required between use types.

6.6.8.8 Connectivity: Connected street and trail network; at least two access points for sites over 50 acres; sidewalks or trails on one side of all internal streets.

6.6.8.9 Parking and Access: Parking per Chapter 11 PDO standards unless modified. Encourage shared parking and rear-lot configurations in mixed-use areas.

6.6.8.10 Signage: Limited to signs compliant with Chapter 17 of the PDO unless a comprehensive sign plan is permitted by Council

6.6.8.11 Phasing: Each phase must include proportional infrastructure and amenities before subsequent phases advance. Including:

- a. Each phase shall provide its proportionate share of required open space and improvements.
- b. Covenants shall guarantee that future phases provide the balance.
- c. No more than 50% of COs in a phase may be issued until amenities are completed or guaranteed.

6.6.8.12 Ownership and Maintenance:

All required open space, recreation areas, buffers, and community amenities within a PUD shall be owned and maintained by an HOA/POA, a condominium/cooperative association, or a developer/management entity. The Village may accept dedication of specific facilities if they serve a broader public purpose but is not obligated to do so.



**Discuss 2026 Council Meeting Schedule
ADDITIONAL AGENDA DETAILS:**

FROM: Doug Willardson, Village Manager
CC: Village Council;
DATE OF MEMO: 11/12/2025

MEMO DETAILS

Staff has prepared the draft 2026 Village Council Meeting Schedule, which follows the same pattern as in previous years—regular meetings held on the second and fourth Tuesdays of each month at 4:30 p.m. in the Assembly Hall, with adjustments made for holidays when necessary. I have also reached out to the Council-elect members and asked them to let me know if they have any concerns or potential conflicts with the proposed schedule. Unless any adjustments are requested, the schedule will be presented for formal approval at the upcoming meeting. In addition to the regular meeting schedule, Council may wish to note the following key 2026 events. As dates are finalized for these events we'll let Council know.

Annual Volunteer Luncheon
St. Patrick's Day Parade
Easter Egg Hunts
Spring Matinee Races
Live After 5 (April – October)
Sandhills Dog Fair
Celebration of the Military Child
Celebrating Independence: Concert, Fireworks, and Parade
Eats, Beats, & Brews
Flutterby Festival
Holly Arts & Crafts
Oktoberfest
Turkey Trot
Christmas Tree Lighting

Recommendation: Review the proposed 2026 meeting schedule and notify staff of any potential conflicts. If no issues are identified, staff recommends adoption of the schedule at the next regular meeting.

ATTACHMENTS

1. 2026 Village Council Meeting Schedule



2026 VILLAGE COUNCIL MEETING SCHEDULE

**Held on the 2nd and 4th Tuesdays
Assembly Hall at 395 Magnolia Road, Pinehurst, NC 28374**

January 13 at 4:30 p.m. – RM/WS
January 27 at 4:30 p.m. – RM/WS

July 14 at 4:30 p.m. – RM/WS
July 28 at 4:30 p.m. – RM/WS

February 10 at 4:30 p.m. – RM/WS
February 24 at 4:30 p.m. – RM/WS

August 11 at 4:30 p.m. – RM/WS*

March 10 at 4:30 p.m. – RM/WS
March 24 at 4:30 p.m. – RM/WS

September 08 at 4:30 p.m. – RM/WS
September 22 at 4:30 p.m. – RM/WS

April 14 at 4:30 p.m. – RM/WS
April 28 at 4:30 p.m. – RM/WS

October 13 at 4:30 p.m. – RM/WS
October 27 at 4:30 p.m. – RM/WS

May 12 at 4:30 p.m. – RM/WS
May 26 at 4:30 p.m. – RM/WS

November 17 at 4:30 p.m. – RM/WS*

June 09 at 4:30 p.m. – RM/WS
June 23 at 4:30 p.m. – RM/WS

December 08 at 4:30 p.m. – RM/WS*

RM/WS= Regular Meeting/Work Session

*The date or time of a meeting may be changed, or additional meetings may be called by Council.
These meetings will be given the title "Special Meetings" and will be announced.*

****August, November, and December will only have one scheduled meeting.***



Review the 2026 Key Partners and Collaborators Assignments ADDITIONAL AGENDA DETAILS:

FROM: Doug Willardson, Village Manager
CC: Village Council;
DATE OF MEMO: 11/12/2025

MEMO DETAILS

This item provides Council with an opportunity to review the draft 2026 Key Partners and Collaborators assignments. The attached spreadsheet outlines the major organizations, agencies, and committees the Village works with throughout the year and assigns Council liaisons accordingly. These relationships are essential to advancing the Village's strategic objectives, coordinating regional efforts, and maintaining strong communication with our governmental, nonprofit, and community partners.

The list maintains the same structure used in previous years, distinguishing between partners—organizations with whom we work closely and consistently toward shared goals—and collaborators, whose engagement is more periodic or project-specific. Key entities include NCDOT/SMPO, the Pinehurst Resort/USGA, Moore County, Central Pines Regional Council, Moore County Schools, Pinehurst Business Partners, the CVB, and others.

As always, there may be additional partners or collaborators Council wishes to consider adding based on emerging issues, new initiatives, or evolving regional efforts. Staff can update the list at any time to ensure it remains accurate and comprehensive.

Recommendation:

Review the attached 2026 Key Partners and Collaborators list and provide any requested updates or additions. If no changes are needed, staff will finalize the assignments for the 2026 calendar year.

ATTACHMENTS

1. DRAFT 2026 Key Partners and Collaborators Spreadsheet



2026 PARTNERS AND COLLABORATORS

The term "**partners**" refers to those key organizations or individuals who are working in concert with the Village of Pinehurst to achieve a common goal or to improve performance. Partners are typically formal arrangements for a specific aim or purpose such as to achieve a strategic objective or to deliver a specific product.

The term "**collaborators**" refers to those organizations or individuals who cooperate with the Village of Pinehurst to support a particular activity or event or who cooperate on an intermittent basis when short-term goals are aligned or are the same.

Partners:	What We Partner On:	Council Liaison(s):
NCDOT/**SMPO *	Regional transportation planning and improvements	Pizzella & Taylor
North Carolina State Government	Legislative Actions	Pizzella & Morgan
Tri-Cities Work Group (Pinehurst, So. Pines, Aberdeen) *	Regional planning and cooperative services	Pizzella & Farrell
Moore County Economic Development Partnership	Economic development services	Pizzella & Taylor
Collaborators:	What We Collaborate On:	Council Liaison(s):
Pinehurst Resort / USGA*	Major golf events; Marketing and promotions	Pizzella & Farrell
Moore County, NC *	NCDOT	Pizzella & Morgan
Moore County Schools*	Temporary school site; P&R events/programs	Morgan
***Central Pines Regional Council	Inter-governmental issues and policies	Morgan & Ficklin
Pinehurst Business Partners*	Business in the Village	Ficklin
Convention and Visitors Bureau	Welcome Center services; Marketing	Taylor
Chamber of Commerce	Business in the Village	Ficklin
National Park Service (NPS) / Landmark Status (NLS)	Historic District	Farrell & Ficklin
FirstHealth	P&R/ Health and Fitness	Morgan
***Regional Land Use Advisory Commission (RLUAC)	Growth & Environmental Sustainability Issues	Farrell
Dornoch, Scotland (Mutual Benevolence Agreement)	Honor the Work & Legacy of Donald Ross	
VOP Committees:	What We Collaborate On:	Council Liaison(s):
Bicycle and Pedestrian Advisory Committee	Village programs and services	Pizzella & Farrell
Beautification Committee	Village programs and services	Ficklin

* Denotes a **KEY** partner or collaborator

*** SMPO, Central Pines Regional Council, and RLUAC require Resolutions



Review Council-led Retreat Outline and Potential Topics to Discuss ADDITIONAL AGENDA DETAILS:

FROM: Doug Willardson, Village Manager
CC: Village Council;
DATE OF MEMO: 11/13/2025

MEMO DETAILS

The purpose of the Council-led retreat on December 12th is to give Council an open and unstructured opportunity to brainstorm what is most important to you, reflect on what you are hearing from the community, and begin shaping the direction you would like staff to pursue in 2026. This session is designed to let Council speak freely without being boxed in by staff recommendations or too much early framing.

Following your December brainstorming session, staff will take the topics you identify and begin developing more detailed information, analysis, and options for further review at our January staff-supported retreat. Staff may also bring forward additional issues at that time for Council consideration.

I do not want to be overly prescriptive heading into your December retreat, but below is a list of topics Council members have raised over the past few months. This is meant only to help get the juices flowing. If you would like more information on any of these items ahead of the retreat, please let me know.

Safeguarding the Community (Public Safety)

- Continued discussions on fire rescue response
- Speed cameras

Neighborhood Quality & Community Appearance

- Continued STR compliance monitoring and nuisance law enforcement

Promote a Thriving Business Community

- Downtown events
- Parking garage
- Redevelopment of Village Place
 - Potential relocation sites for Public Services

Promote Transportation Mobility

- Multi-modal connectivity priorities

Preserve the Environment

- Stormwater management and runoff improvements

Cultural, Recreational & Active Living Opportunities

- Parks & Recreation priority capital projects
 1. Harness Track grant
 2. Magnolia Meadows
 3. West Pinehurst Park
 4. Other park improvements

High-Performing Organization

- Biannual survey

Engage & Retain Workforce

- Retiree benefit allowance (health insurance)

Financial Stewardship

- Revenue impacts of policy changes such as early pay discounts
- Long-term capital planning for major projects

Recommendation

Review the outline and topic list and use the December 12th retreat as a flexible opportunity to discuss priorities, community concerns, and any emerging issues you wish staff to explore in more detail for the January retreat.

ATTACHMENTS

None